

Ministry of  
Children and Family Development

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2010/11  
Annual Service Plan Report

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Ministry of Children and Family Development

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## Message from the Minister and Accountability Statement



It is my pleasure to present the Ministry of Children and Family Development's *2010/11 Annual Service Plan Report*. This report highlights the Ministry's progress and accomplishments over the past year in supporting vulnerable children and youth, while touching on our vision for the future – a vision strongly supported by our government's commitment to put B.C. families first.

This is an exciting time of change for B.C. – with our new Premier Christy Clark – and a new direction. This new direction focuses on three top priorities: families, jobs, and open government. Families will be at the forefront of decision-making, government will be more open and

accessible, and government will be working diligently to create more jobs for the people of this province, to strengthen families and communities.

I'm proud of the accomplishments over the past year. Despite a still challenging economy resulting in a status quo budget, the Ministry continued to move forward along the path laid out in our action plan, *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth*. Most importantly, real progress has been made under each of the plan's five pillars – prevention, early intervention, intervention and support, the Aboriginal approach and quality assurance, through the implementation of Practice Change.

One of the largest key developments is a greater focus on keeping families together, when it is safe and possible to do so, resulting in less children and youth in government care. Currently, there are approximately 8,400 children and youth in government care in B.C. That's an 18 per cent decline from 2001, when the number of children and youth in care in B.C. was approximately 10,200. As a result of our new focus on increased collaborative practices such as mediation, family group conferences, family case planning conferences, out of care placements and family development response, more children and youth are remaining with their family and/or extended family – which is always the ultimate goal.

Through the new Aboriginal approach, we are supporting the work of more than 100 First Nation communities to develop child and family serving models that will better serve children and families in their communities – while addressing funding and service inequities. As a result, more children in care reside under the care of Delegated Aboriginal Agencies, which will help keep them connected to their traditional and cultural roots.

We are changing the way we work with children and families – addressing risk as part of a continuum of care, grounded in the collective strengths of children, families, their communities, beliefs and traditional practices. It's a new way of working, viewing the child and family as

## Ministry of Children and Family Development

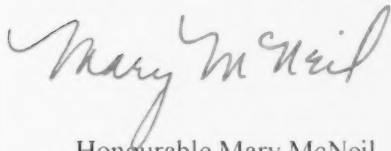
active partners in bringing about positive change – but at its heart, it's a very traditional approach which Aboriginal people have used successfully for generations.

Practice changes that are currently in development also include areas that will assess needs, vulnerabilities and resilience in a more comprehensive way – and produce coordinated services to address the family's needs. We are developing a new quality assurance system which applies to all services. This will help us better understand how well our service delivery system is working with children and families, how well practice is going, and whether staff are receiving the best support, supervision and training. The development of an integrated case management system will replace outdated technology, improve our ability to share information and free up time for social workers to spend more time with their clients.

Over the past year, we have continued our strong focus on fostering the growth of strong, healthy families and communities through early childhood development, quality child care, services for youth and young adults, and improving assistance for children and youth with special needs.

Our successes would not be possible without the dedication and shared commitment of our partners and ministry staff across B.C. I am privileged to be a part of their team and to be guided by the knowledge of professionals who are deeply committed to making a difference in the lives of B.C.'s vulnerable children, youth and families – each and every day. Over the coming year we will continue to build on our successes as we work with our many valued partners to deliver innovative services that support the children and families of our province.

The Ministry of Children and Family Development *2010 11 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2010 11 – 2012 13 Service Plan*. I am accountable for those results as reported.



Honourable Mary McNeil  
Minister of Children and Family Development  
June 17, 2011

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# Highlights of the Year

The *2010/11 Annual Service Plan Report* provides an update of the work done over the last year towards achieving a consistently applied, strengths-based approach to delivering child and family services.

## Pillar 1: Prevention

The Ministry works to improve outcomes for children and families through an array of prevention programs ranging from early childhood development to youth services.

- In September 2010, the Ministry worked closely with the Ministry of Education to support the implementation of full day kindergarten. This year, voluntary full day kindergarten for five-year-olds was introduced, and will be fully implemented in all schools by September 2011. During this transition year, 50 per cent of five-year-olds had access to full day kindergarten.
- On April 1, 2010, British Columbia assumed the lead of the Canada Northwest Fetal Alcohol Spectrum Disorder (FASD) Partnership. The Partnership is an alliance of the four western provinces and three territories committed to sharing expertise and resources to advance FASD prevention, diagnosis and support. The Partnership also sponsors CanFASD, a leading research network in the field of FASD.
- This year, the Fraser Region Early Childhood Partners Council launched the Fraser Early Childhood Framework and three-year strategic plan to guide their funding priorities, strategies and streamline resources in pursuit of the vision of *healthy children supported by nurturing families and child-friendly communities*. The Partners Council membership includes the Ministry, Fraser Health, Immigration and Welcome BC, Public Health Agency of Canada, United Way of the Lower Mainland, United Way of the Fraser Valley, and two representatives from School District 43. This partnership was a regional finalist in Cross-Government Integration for the 2010/2011 Premier's Awards.

## Pillar 2: Early Intervention

The Ministry provides early intervention services to vulnerable children, youth, their families and communities. The Ministry works collaboratively across ministries to provide integrated services for families.

- The Ministry continues to take domestic violence very seriously. As part of the ongoing work to implement the Domestic Violence Action Plan released by the Ministry and other partners on the Senior Officials Domestic Violence Task Force, the Ministry established a child welfare worker on the Capital Region District Domestic Violence Unit in July 2010.

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- This year, the Early Childhood Integrated Screening Program, a unique health screening provided through a partnership between the Ministry's Fraser Region and Fraser Health, expanded its mandate to a wider population, screening 144 children to ensure they are meeting developmental milestones and arriving at kindergarten ready to learn. This program was another regional finalist in Cross-Government Integration for the 2010/2011 Premier's Awards.
- The Ministry established a Provincial Kinship Care Advisory Table, with representation from each region as well as Aboriginal service providers from Delegated Aboriginal Agencies and ministry offices. The Advisory Table facilitated a strategic planning day in October 2010, and developed a provincial kinship care action plan in the areas of policy, practice, training and aboriginal issues.

### **Pillar 3: Intervention and Support**

The Ministry recognizes that each child or youth's needs are different, but that not all vulnerability can be prevented. Some children, youth and families will have challenges stemming from family violence, child abuse, substance abuse or mental health issues and require more intensive intervention services. The Ministry and its contracted community-based agencies provide a comprehensive array of programs and services to vulnerable children, youth and families.

- West Coast Family Resources Family Development Response (FDR) workers, co-located with Ministry social workers, have partnered to successfully deliver FDR services in the Ridge Meadows community. Through a recent research project on FDR in this community - which indicated that fewer children were found in need of protection following an FDR approach compared to an investigative response and families receiving FDR were less likely to receive additional reports - there has been a profound shift towards responding with FDR to address protection concerns and build capacity within families in a collaborative way. This program was a regional finalist in Service Excellence for the 2010/2011 Premier's Awards.
- During 2010/11, Practice Change implementation continued with refinement of the new practice approach, Child and Family Services (CFS), and the development of tools and processes for this integrated, strengths-based developmental approach to assessment, planning and practice. Approximately 3,000 ministry staff and service providers participated in orientation sessions, and five Implementation Sites, one from each region, commenced the roll out of CFS.
- The development of Practice Change coincides with the design of Phase 2 of the new Integrated Case Management system (ICM). Structures and processes between ICM and Practice Change were aligned to facilitate the most efficient and effective implementation of these projects.

#### **Pillar 4: The Aboriginal Approach**

The Ministry continues to support Aboriginal communities in exercising jurisdiction in delivering child and family service models that reflect Aboriginal culture and traditions.

- On June 17, 2010, a Partnership Memorandum was signed by the Leadership of the First Nations in B.C.'s Stikine Region (Daylu Dena Council, Dease River First Nation, Iskut First Nation, Tahltan Band, Taku River Tlingit First Nation) to establish the joint commitment to a planning process that will focus on the renewal of community-based traditional approaches that support wellness, self sufficiency and prosperity. About 350 Kaska, Tahltan and Tlingit members, children and families attended the event.
- On December 17, 2010, the Wet'suwet'en First Nation and the Ministry's North Region signed a three year financial agreement to support the planning and implementation of the Anuk Nu'Aten Dikants'llyhe program. The two communities affiliated with this endeavour, Moricetown and Hagwilget First Nations, documented and put forward a service delivery model that is reflective of their traditional roles and responsibilities as a people to uphold their customs and laws for the safety and well being of their children and families.
- On February 27, 2011, the Métis people of British Columbia and the Province signed an agreement that recognized Métis people as a distinct Aboriginal population with unique needs for child and family services. Métis Nation B.C., the Métis Commission and the Ministry are working towards their shared goal of developing culturally appropriate child and family services – led by Métis, for Métis children, youth and families.

#### **Pillar 5: Quality Assurance**

Integrated quality assurance applies to all services within the Ministry, and reflects a clear commitment to consistent, open evaluation and accountability. This approach forms the foundation of continuous improvement for the Ministry.

- The Integrated Case Management system is a key component of Practice Change, as it will provide the technical system that will support integrated practice and improve how ministry staff manage client information. The Ministry is working closely with the Ministry of Social Development and the Ministry of Labour, Citizen Services' and Open Government to achieve this vision. In November 2010, Phase 1 of the five-phased approach went live – on scope, on budget and on time.
- In June 2010, the Ministry released new Developmental Quality Assurance Practice Standards, along with a new Service Quality Evaluation process, shifting from the practice of only measuring for compliance to standards to a new strengths-based approach which evaluates service delivery and continuous quality improvement. The process ensures that services provided by the Ministry are efficient and effective and will provide public accountability for service quality.

## Purpose of Ministry

The Ministry of Children and Family Development promotes and develops the capacity of families and communities to care for and protect vulnerable children and youth, and supports healthy child and family development to maximize the potential of every child in British Columbia.

The Ministry is responsible for regional and province-wide delivery of services and programs. In order to effectively and efficiently deliver services and programs, the Ministry is organized into five regions: North, Interior, Fraser, Vancouver Coastal and Vancouver Island (refer to Appendix A for Ministry Contact Information).

The Ministry offers a continuum of programs, services and initiatives which support children, youth and families in communities throughout the province. The Ministry is responsible for family development and support services, early childhood development, services for children and youth with special needs and their families, child care, child protection, residential, foster and alternative care options, adoption for children and youth permanently in care, community child and youth mental health services, programs for at-risk or sexually exploited youth, and community youth justice services.

In addition, the Ministry is responsible for a number of provincial services, such as youth custody, youth forensic psychiatric services, services for deaf and hard of hearing children and youth, and the Maples Adolescent Treatment Centre.

The Ministry continues to work with Aboriginal communities and Delegated Aboriginal Agencies to support Aboriginal people in making decisions about the policies and practices that affect their children, youth and families.

Ministry service delivery partners include: contracted service agencies, family foster homes, communities, school districts, health authorities, and Community Living BC.

The Ministry is dependent on cross-government partnerships to fulfill its purpose. The Ministry works in partnership with the Federal Government and other provinces and territories, as well as the Provincial Ministries of Aboriginal Relations and Reconciliation; Attorney General; Labour, Citizens' Services and Open Government; Education; Health; Public Safety and Solicitor General; and Social Development. The Ministry works closely with these partners in order to design, deliver and manage cross-government initiatives and services, such as the integrated case management system, early childhood learning initiatives, child care licensing, and partnerships with Aboriginal communities.

The Ministry's legislative mandate includes the *Child, Family and Community Service Act*, the *Adoption Act*, the *Youth Justice Act*, the *Child Care BC Act*, the *Child Care Subsidy Act* and the *Social Workers Act*.

## Strategic Context

The Ministry of Children and Family Development works to support the best outcomes for children, youth and families. The following section summarizes the opportunities and challenges that influenced the Ministry's performance in 2010/11.

### Supporting Child and Family Well-Being

Over the past year, the Ministry continued to make a shift in child protection services away from individualistic crisis management to a broader approach aimed at supporting overall child and family well-being; a shift reflected in many other jurisdictions. Key to this direction is a strong focus on the development of a consistently applied, strengths-based approach to child and family assessment, planning and practice that supports better outcomes for vulnerable children, youth and families in British Columbia.

### Workforce Planning

The Ministry has been taking innovative approaches to planning for the future to meet the needs of an increasingly competitive labour market. The Integrated Case Management system is being implemented to achieve greater efficiencies and reduce workload for front-line and support staff. A focus has been placed on recruiting and retaining practitioners in front-line positions, supporting them to grow within the organization and acquire new skills. The Ministry continued to work in partnership with Delegated Aboriginal Agencies and the social service sector to improve service delivery models and explore human resource strategies to provide the supports our communities require.

### Emerging Technology

Over the last few years, emerging technologies, changes in citizen need and changing demographics have resulted in an increase in citizen demand for timely and efficient access to government services. In October 2010, government responded with the release of *Citizens @ the Centre: B.C. Government 2.0*, a strategy on e-government. It outlines the long term approach for government to address the shifts needed to apply emerging technology to improve the experience of citizens interacting with government, the experience of citizens working for government and to improve the operations of government as a whole.

In line with this strategy, the Ministry has been working to apply technology to improve services, most notably through the work done on the Integrated Case Management (ICM) project, a multi-year collaborative project between the Ministry, the Ministry of Social Development, and the Ministry of Labour, Citizens' Services and Open Government. In this last year, the first phase of the ICM project rolled out on time, on scope and on budget, an important milestone as the Ministry works to support the delivery of integrated, coherent services to the right people at the right time in a secure, privacy protecting manner.

### **Children and Youth Population**

The number of children and youth in the province is a key determinant of the Ministry's caseload. Changes in the total population of children and youth have the potential to impact Ministry operations and its fiscal and service targets. The Ministry closely monitors these and other population and socio-economic based changes to align Ministry programs and services to the changing needs of children, youth and their families.

The total population of children and youth (aged 0 – 18 years) in British Columbia was 907,289 in 2010, representing 20 per cent of the province's total population. British Columbia's child and youth population declined by 4.4 per cent between 2001 and 2010 and is forecast to decline until 2011. Beyond 2011, the child and youth population is forecast to increase.

The Aboriginal child and youth population increased 11 per cent between 2001 and 2010 while the Aboriginal youth population (aged 15 – 18) increased by just over 32 per cent.

Aboriginal children continue to be disproportionately represented among children in the Ministry's care. As of March 2011, Aboriginal children represented approximately eight per cent of children in British Columbia and approximately 55 per cent of the 8,373 children in the Ministry's care.

### **Economic Context**

British Columbia's real GDP increased by 4.0 per cent in 2010, following a decline of 1.8 per cent in 2009. Indicators of economic performance in 2010 show that B.C.'s economy is recovering from the period of severe weakness it experienced in late 2008 and early 2009. Improvements in the domestic economy were observed in employment, consumer spending and housing, while external gains were made in exports and shipments of manufactured goods. However, several risks to B.C.'s economy remain, including ongoing weakness in the US, the European sovereign debt crisis, continued strength in the Canadian dollar, and geopolitical uncertainty and its impact on global commodity markets.

# Report on Performance

## Performance Plan Summary Table

|                                                                                                                                                                                                          |                           |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>Goal 1: Place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities.</b>                                           | <b>2010/11<br/>Target</b> | <b>2010/11<br/>Actual</b> |
| Children, youth and families are served by a continuum of developmentally appropriate services.                                                                                                          |                           |                           |
| Number of single-parent families who receive a Child Care Subsidy.                                                                                                                                       | 15,000                    | 14,785<br>NOT ACHIEVED    |
| <b>Goal 2: Provide early intervention services to vulnerable children and youth within their families and communities.</b>                                                                               | <b>2010/11<br/>Target</b> | <b>2010/11<br/>Actual</b> |
| Child, youth and family services build on inherent strengths.                                                                                                                                            |                           |                           |
| Children having to leave their parental home who are able to remain with extended family or community.                                                                                                   | 800                       | 862<br>EXCEEDED           |
| Number of families participating in Collaborative Planning Decision Making processes.                                                                                                                    | 4,400                     | 4,127<br>NOT ACHIEVED     |
| <b>Goal 3: Provide intervention services and supports based on the assessment of individual needs.</b>                                                                                                   | <b>2010/11<br/>Target</b> | <b>2010/11<br/>Actual</b> |
| Individual child and youth plans are based on individual needs and reflect a strengths and team based approach.                                                                                          |                           |                           |
| Number of children under a continuing custody order who enter grade seven and are still in school three years later.                                                                                     | 94%                       | 94.9%<br>ACHIEVED         |
| Per cent of Aboriginal children having to leave their parental home who receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers, or Aboriginal friends and family. | 56.5%                     | 56.8%<br>ACHIEVED         |
| Per cent of children in "out of home care" for at least two years who experienced no change in placement.                                                                                                | 55.7%                     | 57.2%<br>EXCEEDED         |
| <b>Goal 4: Aboriginal people will be supported to exercise jurisdiction in delivering child and family services.</b>                                                                                     | <b>2010/11<br/>Target</b> | <b>2010/11<br/>Actual</b> |
| Aboriginal children and youth live in strong, healthy families and sustainable communities where they are connected to their culture and traditions.                                                     | —                         | —                         |
| <b>Goal 5: Child, youth and family development services will be based on evidence gathered through a strong quality assurance system.</b>                                                                | <b>2010/11<br/>Target</b> | <b>2010/11<br/>Actual</b> |
| An integrated quality assurance system that supports continuous organizational learning and a culture of improvement.                                                                                    |                           |                           |
| Number of publicly reported performance measures.                                                                                                                                                        | 25                        | 27<br>EXCEEDED            |

## Goals, Objectives, Strategies and Performance Results

### **Goal 1: Place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities**

The foundation of all Ministry programs is the recognition of the inherent strengths and rights of all children, youth and families. The Ministry continues to support programs and services that provide opportunities for families and communities to increase their capacity and in turn improve the experiences of children and their families.

#### **Objective: Children, youth and families are served by a continuum of developmentally appropriate services**

#### **Strategies**

- Continue to work with the Ministry of Education to align child care services to support the introduction of full day kindergarten in B.C.
- Continue to support healthy development of children and families through a range of early childhood development, family and community support services.
- Promote promising practices in preventing Fetal Alcohol Spectrum Disorder.

#### **Performance Results**

| Performance Measure                                               | 2007/08<br>Actual | 2008/09<br>Actual | 2009/10<br>Actual | 2010/11<br>Target | 2010/11<br>Actual         |
|-------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|
| Number of single-parent families who receive a Child Care Subsidy | 12,884            | 14,118            | 14,814            | 15,000            | 14,785<br>NOT<br>ACHIEVED |

Data Source: Child Care Subsidy datamart

#### **Discussion of Results**

With the Child Care Subsidy Program, the Ministry assists low and moderate income families with the cost of child care to ensure a range of affordable, safe, quality child care options. Through this program, the Ministry provides child care subsidies to over 35,000 families and serves over 50,000 children each year.

This measure focuses on a subset of all Child Care Subsidy clients, the number of single-parent families who are receiving a child care subsidy. As child care is often a necessity for single-parent families who wish to be engaged in the workforce, improving access to quality child care programs is an effective strategy for reducing vulnerability in children. Access to safe,

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quality child care can help to ensure the success of children in school and throughout their life-span and reduce the need for intervention services later in their lives.

With full day kindergarten becoming available in some locations during the 2010/11 year, the number of families with kindergarten-aged children receiving a Child Care Subsidy decreased. Some families required less child care as their children were in kindergarten for a longer period of time during the day. This resulted in fewer single-parent families receiving Child Care Subsidy than anticipated.

### **Goal 2: Provide early intervention services to vulnerable children and youth within their families and communities**

Early intervention programs and services are designed to strengthen children, youth and families by providing them with the supports they need to increase resilience and decrease vulnerability.

#### **Objective: Child, youth and family services build on inherent strengths**

##### **Strategies**

- Increase the use of collaborative practices such as family group conferencing, mediation and family development response.
- Expand kinship agreements with extended family or community to address individually assessed needs.
- Work with other ministries to improve collaborative practice through increased information sharing and awareness of the effects of domestic violence on children.

##### **Performance Results**

| Performance Measure                                                                                   | 2007/08<br>Actual | 2008/09<br>Actual | 2009/10<br>Actual | 2010/11<br>Target | 2010/11<br>Actual |
|-------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Children having to leave their parental home who are able to remain with extended family or community | 738               | 709               | 712               | 800               | 862<br>EXCEEDED   |

Data Source: Management Information System/Social Worker System

##### **Discussion of Results**

This measure identifies the number of children who were placed by agreement in an out of care arrangement by either the Ministry or a Delegated Aboriginal Agency. Out of care agreements are alternative care arrangements with extended family or close friends for children at risk of abuse or neglect or who are temporarily unable to live with their parents. These agreements are based on the belief that permanent relationships are a major determinant of whether children feel safe and secure.

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In 2010/11, the Ministry exceeded its target of 800 out of care agreements. The growth in out of care agreements is a result of the introduction the Extended Family Program in April 2010. This program offers financial and other services to support an out of home living arrangement, without the child coming into care, where an extended family member or significant person in a child's life cares for the child.

### Performance Results

| Performance Measure                                                                  | 2007/08<br>Actual | 2008/09<br>Actual | 2009/10<br>Actual | 2010/11<br>Target | 2010/11<br>Actual     |
|--------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|
| Number of families participating in Collaborative Planning Decision Making processes | 2,367             | 2,967             | 3,724             | 4,400             | 4,127<br>NOT ACHIEVED |

**Data Source:** Management Information System/Social Worker System, Family Group Conferencing Information System and the Dispute Resolution Office

### Discussion of Results

This measure represents the number of families who have experienced collaborative planning and decision making processes, which lessen the likelihood of more intrusive intervention measures.

Collaborative planning decision making processes consist of:

- **Family Group Conferencing:** Family Group Conferencing is a process designed to promote cooperative planning and decision-making and to rebuild a family's support network. A Family Group Conference is a formal meeting where members of a child or youth's immediate family come together with extended family and members of the child's community.
- **Mediation:** Mediation is a process for working out disagreements with the help of a trained, neutral person (a mediator). The process helps the people involved work towards acceptable solutions that focus on the best interests of the child.
- **Family Development Response:** Family Development Response builds family capacity to safely care for the child and represents a move away from investigation as the primary response to a child protection concern. Family Development Response can involve a range of responses and community-based options, all of which are intended to keep children safe within their families and communities.

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### Number of Families Participating in Collaborative Planning and Decision Making Processes

|                                                                                                       | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|-------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|
| <b>Number of Closed Family Development Responses</b>                                                  | 966       | 1,431     | 2,086     | 2,760     |
| <b>Number of Family Group Conferences Held</b>                                                        | 735       | 826       | 884       | 664       |
| <b>Number of Completed Mediation Sessions</b>                                                         | 666       | 710       | 754       | 703       |
| <b>Total Number of Families Participating in Collaborative Planning and Decision Making Processes</b> | 2,367     | 2,967     | 3,724     | 4,127     |

In 2010/11, the Ministry did not achieve its target of completing 4,400 collaborative planning decision making processes. While the use of Family Development Response grew quickly, rising by 32 per cent, the number of Family Group Conferences held and Child Protection Mediation sessions completed fell. The decline in the number of Family Group Conferences was in part due to the increased use of another collaborative practice, the new Family Case Planning Conference process. Data on Family Case Planning Conferences is currently being collected and analyzed for 2010/11. It is estimated that over 1,374 Family Case Planning Conferences took place. Inclusion of Family Case Planning Conference information in the Collaborative Planning and Decision Making measure is under consideration.

The use of Collaborative Planning and Decision Making Processes is expected to grow over the coming years as the Ministry implements the Collaborative Response Model for child protection cases.

### **Goal 3: Provide intervention services and supports based on the assessment of individual needs**

In order to protect children and build on their inherent strengths, the Ministry provides an array of programs and services, ranging from prevention and early intervention to more intrusive but necessary services. The array of programs and services aims to provide children and youth with supports that best meet their individual needs.

#### **Objective: Individual child and youth plans are based on individual needs and reflect a strengths and team based approach**

##### **Strategies**

- Continue to work with the Ministry of Education and care providers to find opportunities within schools and at home, to improve educational attainment of children under continuing custody orders.
- Develop comprehensive, strengths-based plans for children and youth that consider connection to culture and community, through Child and Family Support, Assessment, Planning and Practice.
- Assess and develop services for youth with special needs transitioning into adulthood based on individual needs through the Cross-Ministry Transition Planning Protocol for Youth with Special Needs.
- Redesign residential services to allow for alternative placement options based on individual needs and assessments.

##### **Performance Results**

| <b>Performance Measure</b>                                                                                                       | <b>2007/08<br/>Actual</b> | <b>2008/09<br/>Actual</b> | <b>2009/10<br/>Actual</b> | <b>2010/11<br/>Target</b> | <b>2010/11<br/>Actual</b> |
|----------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Number of children under a continuing custody order who enter grade seven and are still in school three years later <sup>1</sup> | 92.2%                     | 91.9%                     | 93.3%                     | 94.0%                     | 94.9%<br>ACHIEVED         |

**Data Source:** Ministry of Education enrolment data, Management Information System and Social Worker System

<sup>1</sup>This measure is calculated as a moving average, using the previous three years data.

##### **Discussion of Results**

This measure identifies children served by the Ministry under a continuing custody order who were in school three years ago and are still in school in 2010/11. The Ministry achieved its target of 94 per cent in 2010/11 with an actual result of 94.9 per cent. This measure provides insight into whether children in the long term care of the Ministry are remaining in school, an indicator of their level of success in the education system.

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The Ministry continues to collaborate with the Ministry of Education through the *Joint Educational Planning and Support for Children and Youth in Care: Cross-Ministry Guidelines*. These guidelines were created to assist social workers and teachers in improving information sharing, strengthening practice and joint planning and promoting effective communication among educators, school-based teams, child-welfare workers, caregivers and family members. Designated staff members within each school oversee the planning and monitoring of educational success for children under a continuing custody order and review their achievements and ongoing needs.

The Ministry remains committed to working with the Ministry of Education to track educational outcomes for children in care relative to other children in order to identify opportunities for planned interventions to help them succeed. Each year, the Ministry publishes the *Educational Experiences of Children Under a Continuing Custody Order* report which tracks the educational performance of children in long term care. To view the report please visit: [www.mcf.gov.bc.ca/foster/publications.htm](http://www.mcf.gov.bc.ca/foster/publications.htm)

### Performance Results

| Performance Measure                                                                                                                                                                                     | 2007/08<br>Actual | 2008/09<br>Actual | 2009/10<br>Actual | 2010/11<br>Target | 2010/11<br>Actual |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Per cent of Aboriginal children having to leave their parental home who receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers, or Aboriginal friends and family | 47.5%             | 53.2%             | 54.0%             | 56.5%             | 56.8%<br>ACHIEVED |

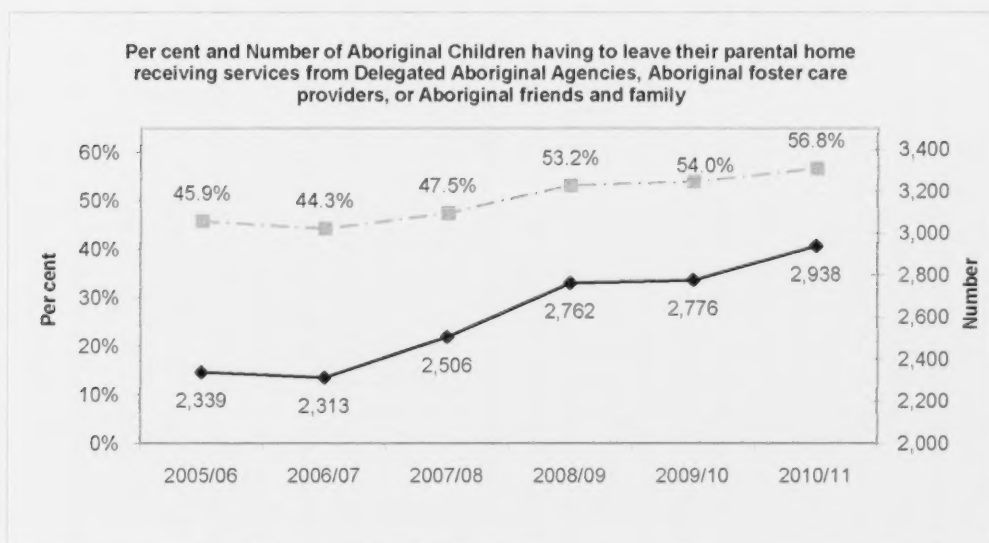
Data Source: Management Information System/Social Worker System and Resource and Payment System

### Discussion of Results

The Ministry believes that outcomes for Aboriginal children improve when Aboriginal children have a strong and ongoing connection to their culture and traditions. The Ministry achieved its 2010/2011 target for this measure with 56.8 per cent of Aboriginal children that had to leave their parental home receiving services from Delegated Aboriginal Agencies, Aboriginal foster care providers, or Aboriginal friends and family. The 2010/11 result was a 2.8 percentage point increase over the previous year.

As the Ministry continues to expand Aboriginal service delivery options, the number of Aboriginal children who remain connected to Aboriginal caregivers is expected to increase.

## Ministry of Children and Family Development



### Performance Results

| Performance Measure                                                                                      | 2007/08 Actual | 2008/09 Actual | 2009/10 Actual | 2010/11 Target | 2010/11 Actual    |
|----------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|-------------------|
| Per cent of children in "out of home care" for at least two years who experienced no change in placement | 54.8%          | 54.1%          | 55.6%          | 55.7%          | 57.2%<br>EXCEEDED |

Data Source: Management Information System/Social Worker System and Resource and Payment System

### Discussion of Results

The Ministry believes that healthy child development is a more likely outcome if children develop a sense of belonging while they cope with separation from their families. This means that stability of placement is essential. In 2010/11, 57.2 per cent of children who were in "out of home care" for at least two years remained in the same home. The Ministry exceeded its 2010/2011 goal for this measure.

Stability of placement does not mean that a child should never be moved but it does mean that, where possible, the number of moves should be minimized so that children in care can increase their sense of identity and belonging. Some placement changes are necessary and can be beneficial in terms of ensuring the right fit for the child or youth. With increased Ministry use of strengths-based assessments of the child and family, the percentage of children who experience no change in placement is expected to increase over time.

## **Goal 4: Aboriginal people will be supported to exercise jurisdiction in delivering child and family services**

The Ministry continues to support Aboriginal communities in the development of traditional child and family service delivery models in order to improve outcomes for Aboriginal children and youth.

**Objective: Aboriginal children and youth live in strong, healthy families and sustainable communities where they are connected to their culture and traditions**

### **Strategies**

- Work with Aboriginal communities to design and deliver community based Aboriginal services.
- Implement a reconciliation approach to Indigenous child and family development services.
- Align ministry staff roles to support services to Aboriginal children, youth and families.
- Identify and address systemic barriers underlying socio-economic challenges facing Aboriginal communities.

### **Performance Discussion**

The Ministry recognizes that Aboriginal people (B.C.'s Indigenous population) are in the best position to lead development of services for their children and families.

The Ministry's vision is that Aboriginal children and youth live in strong, healthy families and sustainable communities where they are connected to their culture and traditions, and that the dignity, survival and well-being of Indigenous people is respected and actively supported by ministry staff throughout the organization.

Research and community consultations identify supporting early childhood development as a key strategic investment. To begin the process of addressing historical service and funding inequities, a \$5 million reinvestment was allocated to early children development. The Ministry, the First Nations Early Childhood Development Council and the Aboriginal Early Years Advisory Circle established a collaborative procurement process whereby Indigenous people decide on how these resources are spent.

In support of Delegated Aboriginal Agencies and those working towards delegation, the Ministry provided \$3.7 million in one-time-only funding for upgrades to systems, staff training, office equipment and current facilities to further the development of capacity to deliver services.

Support includes flexibility in responding to different approaches that meet an individual community's needs and addressing barriers that prevent Indigenous people from developing models of child development and care that respond to the needs of their children. More than 100 First Nations, along with many Métis and urban Aboriginal communities are working from an "Indigenous Approach" to service planning and development. There are currently 16 Indigenous Approaches at various stages of research, planning and implementation for services based upon their respective traditions and cultures.

### **Goal 5: Child, youth and family development services will be based on evidence gathered through a strong quality assurance system**

The Ministry's quality assurance system includes regular monitoring of outcomes. The Ministry strives to support a culture of continuous quality assurance through evidence informed policy, practice and public reporting. Fundamental to the Ministry's quality assurance process is a rights-based approach which means the voice and participation of children, youth and families are included and valued.

#### **Objective: An integrated quality assurance system that supports continuous organizational learning and a culture of improvement**

##### **Strategies**

- Build linkages with external researchers to support evidence-based practice and practice-informed evidence.
- Develop quality assurance standards to support practice change across regions.
- Develop an array of performance measures that reflect practice change.
- Increase public reporting on performance measures and related results.
- Implement an integrated case management system to improve practice and support evidence-informed decision making.

##### **Performance Results**

| Performance Measure                              | 2007/08<br>Actual | 2008/09<br>Actual | 2009/10<br>Actual | 2010/11<br>Target | 2010/11<br>Actual |
|--------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Number of publicly reported performance measures | -                 | -                 | 17                | 25                | 27<br>EXCEEDED    |

## Discussion of Results

Increased public reporting on Ministry performance supports a stronger quality assurance system and makes the Ministry's business more transparent to British Columbians. This measure identifies the number of performance measures the Ministry publicly reports on, as presented in the annual *Public Reporting of Performance Measures* report. Please see [www.mcf.gov.bc.ca/about\\_us/performance.htm](http://www.mcf.gov.bc.ca/about_us/performance.htm) for the most current version. The Ministry exceeded its target of publicly reporting on 25 measures in 2010/11 and now makes information on 27 measures available.

In 2010/11, as part of government's Open Data initiative, the Ministry also made publicly available in a downloadable file format the data used to create the reported performance measures. In addition, the Ministry released downloadable data sets for other statistical information traditionally available on its website: fatality statistics for children who received *Child Family and Community Service Act* services over the past 12 months; fatality statistics for children and youth in care; and open protection reports. Finally, for the first time, the Ministry made available other data that provides context for its public reporting. The following data sets are now available to the general public and researchers: new protection reports received each month; the number of children in care in B.C. on the last day of each month; and, the number of children in care in B.C. on the last day of each month by legal status or type of agreement. The Ministry remains committed to enhanced and expanded public reporting.

# Report on Resources

The Ministry of Children and Family Development provides a wide variety of regionally and provincially delivered services and programs to protect and support vulnerable children and youth and to support healthy child and family development. This section provides information by core business areas on the Ministry's operating expenditures and capital expenditures for 2010/11.

| Core Business Areas <sup>1</sup>                                                    | Estimated <sup>2</sup> | Other Authorizations <sup>3</sup> | Total Estimated  | Actual           | Variance <sup>4</sup> |
|-------------------------------------------------------------------------------------|------------------------|-----------------------------------|------------------|------------------|-----------------------|
| <b>Operating Expenses (\$000)</b>                                                   |                        |                                   |                  |                  |                       |
| Child and Family Development                                                        | 747,313                |                                   | 747,313          | 744,744          | (2,569)               |
| Early Childhood Development, Child Care and Supports to Children with Special Needs | 520,932                |                                   | 520,932          | 521,924          | 992                   |
| Provincial Services                                                                 | 50,442                 |                                   | 50,442           | 50,015           | (427)                 |
| Executive and Support Services                                                      | 15,006                 |                                   | 15,006           | 16,997           | 1,991                 |
| <b>Total Ministry Operations</b>                                                    | <b>1,333,693</b>       |                                   | <b>1,333,693</b> | <b>1,333,680</b> | <b>(13)</b>           |
| Adjustment of Prior Year's Accrual <sup>5</sup>                                     |                        |                                   |                  | (2,921)          | (2,921)               |
| <b>Total Ministry</b>                                                               | <b>1,333,693</b>       |                                   | <b>1,333,693</b> | <b>1,330,759</b> | <b>(2,934)</b>        |
| <b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>            |                        |                                   |                  |                  |                       |
| Executive and Support Services                                                      | 188                    | 90                                | 278              | 232              | (46)                  |
| <b>Total</b>                                                                        | <b>188</b>             | <b>90</b>                         | <b>278</b>       | <b>232</b>       | <b>(46)</b>           |
| <b>Other Financing Transactions (\$000)</b>                                         |                        |                                   |                  |                  |                       |
| Executive and Support Services (Human Services Providers Financing Program)         |                        |                                   |                  |                  |                       |
| Receipts .....                                                                      | 29                     |                                   | 29               | 29               | 0                     |
| Disbursements .....                                                                 | 0                      |                                   | 0                | 0                | 0                     |
| <b>Net Cash Source (Requirements)</b>                                               | <b>29</b>              | <b>0</b>                          | <b>29</b>        | <b>29</b>        | <b>0</b>              |
| <b>Total Receipts</b>                                                               | <b>29</b>              |                                   | <b>29</b>        | <b>29</b>        | <b>0</b>              |
| <b>Total Disbursements</b>                                                          | <b>0</b>               |                                   | <b>0</b>         | <b>0</b>         | <b>0</b>              |
| <b>Total Net Cash Source (Requirements)</b>                                         | <b>29</b>              | <b>0</b>                          | <b>29</b>        | <b>29</b>        | <b>0</b>              |

<sup>1</sup> The Ministry will be realigning its core business areas in the 2011/12 - 2013/14 Service Plan.

<sup>2</sup> The amounts in the "Estimated" column correspond to the *Estimates* as presented to the legislative assembly in March 2010.

<sup>3</sup> "Other Authorizations" include access to Capital Contingencies for IIST system upgrade.

<sup>4</sup> Variance represents "Actual" minus "Total Estimated." If the Actual is greater than the Total Estimated, the Variance will be displayed as a positive number.

<sup>5</sup> Adjustment of Prior Year's Accrual relates to reversal of an overestimated accrual in the previous year and includes \$1.089 million for the Health Benefit Trust.

## **Explanation of Resource Summary**

### **Operating Expenditures**

The 2010/11 Ministry budget is based on assumptions contained in the *2010/11 – 2012/13 Service Plan*.

The Ministry ended the year on budget for 2010/11 prior to the accounting entry for Adjustment of Prior Year's Accrual.

- Hiring challenges continued for the Ministry in 2010/11 resulting in lower staffing costs than anticipated. Historically, the Ministry has had difficulty recruiting to rural and remote communities.
- The Ministry realized surpluses in the recovery of funding supports for children in care from the Federal Government.
- The above surpluses were offset by increased spending for grants and transfer agreements with service partners.
- The Executive and Support Services core business variance of 13.3 per cent of annual budget was due to the realignment of expenses as result of changes in the organization structure and due to corporate charges not anticipated.

# Annual Service Plan Report Appendices

## Appendix A: Ministry Contact Information

### General Ministry enquiries:

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**  
or E-mail: [MCF.CorrespondenceManagement@gov.bc.ca](mailto:MCF.CorrespondenceManagement@gov.bc.ca)

### Mailing Address:

**PO Box 9770 Stn Prov Govt**  
**Victoria BC V8W 9S5**

### Ministry's Regional Offices

#### Fraser

Mailing/Physical Address:  
101 – 10221 153rd Street  
Surrey BC V3R 0L7  
Telephone: 604 586-4100  
Facsimile: 604 586-4151

#### Interior

Mailing/Physical Address:  
400 – 1726 Dolphin Avenue  
Kelowna BC V1Y 9R9  
**Telephone: 250 470-0888**  
Facsimile: 250 470-0890

#### North

Mailing/Physical Address:  
462 – 1011 Fourth Avenue  
Prince George BC V2L 3H9  
Telephone: 250 565-4367  
Facsimile: 250 565-4427

#### Vancouver Coastal

Mailing/Physical Address:  
601 – 700 West Georgia Street  
Vancouver BC V7Y 1B6  
Telephone: 604 660-2433  
Facsimile: 604 660-1090

#### Vancouver Island

Mailing Address:  
PO Box 9727 Stn Prov Govt  
Victoria BC V8W 9S2  
Telephone: 250 952-4707  
Facsimile: 250 952-4282

#### Physical Address:

140 – 4460 Chatterton Way  
Victoria BC V8X 5J2

## **Appendix B: Hyperlinks to Additional Information**

### **About Us**

[www.mcf.gov.bc.ca/about\\_us/index.htm](http://www.mcf.gov.bc.ca/about_us/index.htm)

### **Contact Us**

[www.gov.bc.ca/mcf/contacts.html](http://www.gov.bc.ca/mcf/contacts.html)

### **Ministry's Homepage**

[www.mcf.gov.bc.ca](http://www.mcf.gov.bc.ca)

### **Ministry's Listing of Publicly Reported Performance Measures**

[www.mcf.gov.bc.ca/about\\_us/performance.htm](http://www.mcf.gov.bc.ca/about_us/performance.htm)

### **Educational Experiences of Children Under a Continuing Custody Order report**

[www.mcf.gov.bc.ca/foster/publications.htm](http://www.mcf.gov.bc.ca/foster/publications.htm)

### **Ministry Regions**

[www.mcf.gov.bc.ca/regions/index.htm](http://www.mcf.gov.bc.ca/regions/index.htm)

### **Community Living British Columbia**

[www.communitylivingbc.ca/](http://www.communitylivingbc.ca/)

### **Ombudsperson**

[www.bcombudsperson.ca](http://www.bcombudsperson.ca)

### **Public Guardian and Trustee of British Columbia**

[www.trustee.bc.ca/](http://www.trustee.bc.ca/)

### **Representative for Children and Youth**

[www.rcybc.ca](http://www.rcybc.ca)